

STRATEGIC PLAN

FY 2004



IDAHO LEGISLATURE

**APPROVED BY THE
LEGISLATIVE COUNCIL**

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Legislative Services Office

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INTRODUCTION

“One day Alice came to a fork in the road and saw a Cheshire cat in a tree. Which road do I take? she asked. Where do you want to go? was his response. I don’t know, Alice answered. Then, said the cat, it doesn’t matter.”

— Lewis Carroll

This plan expresses the mission and vision, as well as the operational goals, objectives and strategies¹ of the Idaho Legislature and the Legislative Services Office during fiscal year 2004. The goals and objectives are organized to be compatible with the format for strategic plans being developed by executive agencies.

The goals, objectives and strategies detailed in this document are intended to serve as a work plan for legislators and their staff, and as a guide to the activities to be undertaken during the fiscal year in support of the mission of the Legislature and the Legislative Services Office. The plan provides a description of the results sought to be achieved, and a yardstick against which accomplishments may be measured.

A strategic plan is a mechanism by which an organization can achieve and institutionalize continuous improvement, and ensure the highest quality of customer service.

¹ **Mission statement:** describes the unique nature and scope of an organization, and provides a statement of shared purpose and values.

Vision statement: represents a shared view of the future that an organization seeks to bring about.

Goals: general ends toward which organizations direct their efforts, and express the policies intended to address issues.

Objectives: targets for action that can be initiated by the organization to achieve policy goals.

Strategies: tasks assigned within the organization to carry out objectives.

Performance measures: indicators of achievement.

MISSION STATEMENTS

The mission of the Idaho Legislature is to preserve the checks and balances of state government by the independent exercise of legislative powers, to adopt a system of laws that promote the health, education and well-being of Idaho's citizens, to preserve the state's environment and to ensure wise, productive use of the state's natural resources, to carry out oversight responsibilities to enhance government accountability, and to raise revenues and appropriate monies that support necessary government services, all in a manner so as to inspire public trust and confidence in elected government and the rule of law.

The mission of the Legislative Services Office is to provide efficient, non-partisan support services to Idaho's citizen legislators, to carry out legislative policies so as to strengthen the Legislature's management as a separate branch of government, and to assist the Legislature in carrying out its constitutional responsibilities to the highest standards of integrity and professional excellence.

INSTITUTIONAL VISION STATEMENT

We envision a future when, by carrying out our mission, the Idaho Legislature is recognized as one of the finest legislatures in the country and the Legislative Services Office has established a national reputation for excellence in all of the major areas of legislative support services. We envision a future where legislators and staff have embraced and adopted the newest technologies to carry out their duties and responsibilities in the most efficient, economical and effective manner possible, and when legislators and staff can offer even higher levels of service to their constituents. We envision a future when it still will be an honor to serve the public, when service still will be its own reward and when the legislative institution will continue to inspire pride in its membership and respect from all of Idaho's citizens.

GOAL 1: Provide timely preparation of quality legislation, effective information systems to monitor preparation and progress of legislation, and quality research information to support legislative decision-making.

Objective 1: Provide necessary research and technology to legislators and legislative research analysts.

Strategies:

- ! Prepare printed and electronic Mini-Data, Daily Data and reports on movement, status and disposition of legislation during and following legislative session.
- ! Create descriptive text for bills on Senate and House third reading calendars as byproduct of Daily Data summaries.
- ! Publish an online “key actions” summary and hard copy and electronic Sine Die Report after the 2004 session.
- ! Produce a “Presentations CD” to help legislators summarize and communicate legislative actions to members of the public and organizations.
- ! Provide each legislator with a CD containing all legislative activity, session laws with links to bills, the Sine Die Report, the Senate and House Journals, standing committee minutes, code sections affected and indexes.

Objective 2: Replace aging computer system that provides legislative bill drafting, tracking and data management systems.

- ! Compile and document legislative processes; acquire software tools; training.
- ! Continue technical team system design, application specifications, document proofing and product testing.
- ! Continue coding for new system; test modules; and begin conversion.

Objective 3: Provide quality research and support services to Legislative Council interim committees and studies.

Strategies:

- ! Assign multi-discipline staff teams to support interim committee studies.

Goal 1

- ! Prepare final committee reports and suggested legislation as directed by interim study committees.
- ! Support ad hoc committees and task forces as needed.

Objective 4: Continue to implement imaging/document management system for legislative records.

Strategies:

- ! Load and index 2004 RS copies.
- ! Scan and index at least two years' RS backlog (1988 and 1989).
- ! Continue to work with Research and Legislation staff on the use of search and downloading features.

Objective 5: Improve access to Legislative Library research materials.

Strategies:

- ! Continue efforts to inform legislators of library resources and services.
- ! Continue to catalog newly arrived library materials.
- ! Update and extend contract with West Group that provides restricted free access for legislative library to electronic databases for legislative research, in exchange for Idaho Code and Session Laws download.
- ! Hone library collection to be current and relevant by removing outdated/superfluous library materials.
- ! Develop periodical current awareness updating system (subject-specific) for legislative analysts.
- ! Maintain contact with other legislative libraries, attend professional conferences and participate in professional discussion forums in order to keep abreast of best practices and to maintain positive Idaho presence on the national scene.
- ! Assess materials in poor condition for rebinding.
- ! Revise and update library portion of legislative Web site.

Goal 1

Objective 6: Provide staff assistance to the Citizens' Committee on Legislative Compensation every even-numbered year.

Strategies:

- ! Contact appointing authorities and update list of committee appointees.
- ! Schedule meeting(s) of committee, provide support services and assist in preparing final report of committee.
- ! Submit report of committee to Secretary of State and State Controller by November 30, 2004.

Goal 1

GOAL 1 -- PERFORMANCE MEASURES

- ! In 80% of the requests by legislators, provide completed drafts of bills and resolutions to requesting sponsor within five working days of receipt of request.
- ! Conduct debriefing with Legislative Council members to determine level of satisfaction with quality and progress of legislation.
- ! Provide draft of minutes of interim study committee meetings to chairs/members within seven working days of meeting.
- ! Survey interim committee members biennially to determine level of satisfaction with committee support services and quality of research information provided to committee by legislative staff.
- ! Distribute Legislative Directories during first week of legislative session, and publish preliminary final Daily Data within five days of adjournment.
- ! Conduct biennial survey of legislators on quality of bill drafting and research.

GOAL 2: Assist Legislature in carrying out oversight responsibilities for administrative agency rules.

Objective 1: Continue to assist germane joint legislative subcommittees in reviewing proposed state agency rules and report subcommittee comments to state agencies.

Strategies:

- ! Provide germane joint subcommittees with information and analysis on proposed agency rules, and expand proposed rule notices to all germane committee members by e-mail.
- ! Continue to use multi-discipline staff assignments for review of proposed rules.
- ! Affirmatively suggest drafting improvements to proposed agency rules before final publication.
- ! Implement procedures to alert legislators when agencies are adopting temporary rules without legislative oversight.

Objective 2: Develop effective information systems to monitor proposed administrative agency rules volume and rules analysis workloads.

Strategies:

- ! Complete staff analysis of proposed agency rules within five working days of receipt.
- ! Compare and monitor volume of proposed rules analyses completed by legislative staff.

Objective 3: Assist in conducting a "rules review week" for legislative review of adopted state agency rules during 2004 legislative session.

Strategies:

- ! Coordinate submission of rules through office of Administrative Rules Coordinator for legislative review.
- ! Brief standing committee chairs, standing committees, and committee staff on procedural requirements of rules review, as needed.

Goal 2

- ! Offer training session on APA rules review as needed, and facilitate session training sponsored by the Office of Administrative Rules.
- ! Prepare omnibus resolutions to approve temporary and fee rules, with exceptions.
- ! Update and distribute revised guides for legislators -- Legislative Review of Administrative Rules, and Committee Chair Guide to Reviewing Agency Rules -- during the 2004 legislative session.

GOAL 2 -- PERFORMANCE MEASURES

- ! Provide germane joint subcommittees with information and analysis on proposed agency rules within five working days of receipt of proposed rules for 70% of proposed rules.
- ! During 2004 legislative session, complete rules review and recommendations by standing committees by February 6, 2004.
- ! Conduct biennial survey of legislators on quality of administrative rules analyses for germane joint subcommittees as well as procedures for legislative rules review week.

GOAL 3: Develop financial information and analysis in a timely manner that allows the Legislature to establish priorities for state government through a working budget that balances state agency needs with revenues.

Objective 1: Establish instructions on timetables, deadlines and formats for the budget process to ensure a timely analysis and presentation of state agency appropriation requests.

Strategies:

- ! Work with executive branch to fashion agency appropriation request guidelines so that legislative branch interests are represented in agency budget development.
- ! Assist agencies in developing their agency appropriation requests so that a technically correct request is submitted consistent with legislative intent, decision units are categorized properly and all relevant information is included in the request.
- ! Continue current efforts to reduce duplication in preparation of executive and legislative budget documents, while maintaining separation of powers responsibilities.
- ! Maintain compatible technology standards to allow electronic transfer of budget information and performance data between the Division of Financial Management, other executive agencies and Legislative Services.
- ! Continue to develop new formats that respond to legislators' need for information about state agency functions, costs and priorities.

Objective 2: Provide professional, independent and nonpartisan analytical support to the Joint Finance-Appropriations Committee and the entire Legislature on state budget policy and processes, and state agency needs and performance.

Strategies:

- ! Compile information from appropriation requests into the budget development database system to generate agency and statewide reports for analysis and presentation to legislators.
- ! Develop budget publications that present the overall financial position of the state and accurately compare the agency appropriation requests with the Governor's recommendations for legislators' use in setting the state

Goal 3

budget and make the Legislative Budget Book CD and the Legislative Budget Summary available to legislators when the session begins.

- ! Continue refinement of protocols and opportunity for input by committees that have improved communication between JFAC and germane committees to coordinate policy and budget decisions.
- ! Conduct research and analysis as requested to support deliberations of the joint legislative Economic Outlook Committee.
- ! Monitor actual revenue collections as compared with projected revenue estimates, keep the Legislature informed as to the financial health of the state operating budget and analyze legislation with fiscal impact.
- ! Provide information to legislators on costs of changes in employee compensation, and provide support for meetings of joint legislative committee on Change in Employee Compensation (CEC).
- ! As needed, provide staff support and coordinate agency reports to assist the Joint Millennium Fund Committee in recommending appropriations from tobacco settlement funds income.

Objective 3: Schedule and conduct JFAC hearings to allow the committee to complete appropriation hearings and make its appropriation recommendations in timely fashion.

Strategies:

- ! Bring legislators up to date during the JFAC hearing process on agency/program status and create a forum for JFAC members to ask questions of agency personnel.
- ! Translate JFAC action into appropriation bills in timely fashion to be introduced to the House and Senate for action by the full Legislature.
- ! Set target dates of February 13, 2004 to complete appropriation hearings and March 5, 2004 to complete appropriation decisions by JFAC.

Goal 3

Objective 4: Provide historical record of legislative action on appropriation decisions.

Strategies:

- ! Publish the Legislative Fiscal Report as a resource for legislators, historical record and guidance document about budget actions and intent.
- ! Update the Fiscal Source Book, describing all agency funding sources, as resource for state agencies, legislators and legislative staff.

Objective 5: Assist the Legislature in maintaining continuous involvement in policy-making and budgeting issues throughout the year in Idaho state government.

Strategies:

- ! Continue to publish Idaho Fiscal Facts as "pocket guide" information resource for state legislators on state budget issues, fiscal trends, taxation data and demographics.
- ! Provide quality budget and policy research and support services to Legislative Council interim committees and studies.
- ! Expand expertise through field work and program analysis in assigned areas to quickly and accurately answer legislators' questions, to make recommendations on budget and policy issues and to evaluate program effectiveness.
- ! Examine programs, research topics and prepare special reports for individual legislators upon request, follow up on management reviews or legislative audits, and report results to JFAC.
- ! During interim, keep JFAC members apprised of the status of state revenues and expenditures. Develop and coordinate two interim JFAC meetings to assist JFAC in on-site visits and review of state facilities in selected regions of the state to get a "statewide perspective" on proposed projects or ongoing programs.
- ! Continue to publish Idaho Contact Guide, to provide legislators with a directory of state government resources and people in key government positions.

Goal 3

GOAL 3 -- PERFORMANCE MEASURES

- ! Survey JFAC members and conduct follow-up debriefing after the session to determine level of satisfaction with staff work and budget processes.
- ! Draft and deliver appropriation bills to Research and Legislation within five working days after appropriation is set in JFAC hearing.
- ! Maintain minimal number of appropriation bills returned from the House or Senate after introduction because of staff error.
- ! Survey users after the end of the legislative session as to level of satisfaction with budget-related publications.
- ! Compare dates of completion of appropriation hearings and appropriation decisions to target dates of February 13 and March 5, 2004.

GOAL 4: Ensure legislative oversight and accountability for state agencies by providing timely financial and compliance audits to the Legislature.

Objective 1: Plan and complete statewide and agency audits by target dates and within federal guidelines.

Strategies:

- ! Complete the Comprehensive Annual Financial Report (CAFR) audit for FY 2003 by December 15, assuming timely receipt of statements from the State Controller's Office.
- ! Continue to work with State Controller's Office to improve the statewide financial report to ensure value to users and meet government auditing standards.
- ! Continue to review and refine statewide audit work plans to more efficiently meet the audit schedule.
- ! Complete audits of federal major programs by March 1, 2004.
- ! Complete Federal Single Audit Report of federal grants by March 31, 2004.
- ! Continue internal control reviews for all state agencies based on a three-year cycle.

Objective 2: Continue to review local government audits to ensure they are meeting reporting standards and to comply with the Single Audit Act to ensure the continuance of federal funds.

Strategies:

- ! Ensure auditors meet government auditing standards for reporting through the review of local government audit reports and communication of any concerns or findings to the auditor.
- ! Continue to improve local audit review process and relations with auditors of government entities, as well as serving as a technical information resource.
- ! Attend training sessions and monitor federal developments.

Goal 4

Objective 3: Monitor and evaluate compliance and follow-up of post-audits to help assure agency adherence to audit recommendations.

Strategies:

- ! Continue to improve reporting of agency compliance with audit recommendations within 90 days of issuing report.
- ! Require agency directors to submit written reports on steps taken to comply with current and prior audit findings and recommendations during the annual appropriation request hearing before JFAC.
- ! Compare rates of compliance with audit recommendations from prior years to determine effectiveness of follow-up audits in achieving compliance.

Objective 4: Enhance audit process and staff capabilities by continuing to support staff use of audit software and computer audit capabilities.

Strategies:

- ! Continue to load and verify accuracy of historical STARS data on the legislative audit database.
- ! Continue to support staff use of computer software for transaction sampling, reporting and analytical capabilities of agency financial data.
- ! Complete documentation of internally developed systems, programs and procedures for backup and use by future data processing staff.
- ! Continue expanding the library listing of Internet resources that would be useful to the audit process and reduce reliance on printed materials, such as federal regulations governing aid to state agencies, audit findings from other states, federal legislation affecting state programs and government accounting standards.
- ! Provide IT support for statewide audit and GASB 34 process, including verifying audit trail through databases from STARS to the CAFR statements.

Goal 4

Objective 5: Act as facilitator for improvement of state government.

Strategies:

- ! Serve as resource for the Legislature, by assisting with responses to individual questions and providing support, when requested, for legislative committees and ad hoc committees.
- ! Provide assistance when requested by state agencies when expertise is not readily available elsewhere in state government.
- ! Provide comments and guidance to statewide policy-setting authorities on accounting and auditing issues.
- ! Open staff training to other state agency staff to help ensure qualified accounting staff at state agencies as well as to reduce cost to state.

Objective 6: Continue to improve audit processes, including work plan, time lines and audit of performance indicators.

Strategies:

- ! Identify time budgets for each audit, monitor and modify as needed to improve overall audit process.
- ! Continue to evaluate formats and organization of the reports used to communicate the results of our audits to enhance utilization and efficiency.
- ! Maintain audit manuals to provide consistent audit and report procedures in compliance with standards.
- ! Continue working with contract editor to develop guidelines for improving format of audit reports, including punctuation, grammar, conciseness and overall easy-to-understand reports.

Objective 7: Maintain competency in areas of financial accounting and auditing through audit staff training and development.

Strategies:

- ! Continue to provide quality continuing professional education to staff in accordance with government auditing standards.

Goal 4

- ! Encourage professional development by support of personal education opportunities and professional certifications.
- ! Continue to develop knowledge and expertise in field of electronic transfers and payments and other paperless transactions.
- ! Increase competency in information technology (IT) auditing issues, including data processing environment system controls.
- ! Support staff participation in the peer review process of other states.

Objective 8: Further develop program to conduct IT audits of large-scale electronic information systems under development by state agencies.

Strategies:

- ! Continue to make risk assessment standards available to state agencies and encourage their use in Idaho IT projects, to help agencies reduce failure levels of state agency information system projects.
- ! Continue cooperating with state agencies, ITRMC, Division of Financial Management and Division of Purchasing to identify appropriate state agency systems for system development review.
- ! Continue working through JFAC to tighten budget controls on large-scale state agency IT projects and, where appropriate, make recommendations regarding funding of such projects.
- ! Conduct risk assessments of state agency information system development projects as identified.
- ! Conduct IT audits of selected material state agencies that maintain significant computerized accounting systems outside the STARS system.

Goal 4

GOAL 4 -- PERFORMANCE MEASURES

- ! Identify revenue enhancements and cost savings resulting from fiscal audit findings and recommendations.
- ! Determine whether audit target dates were met.
- ! Determine number and percentage of audit recommendations implemented.
- ! Reduce number of repeat findings.
- ! Increase percentage of audit recommendations complied with by agencies within 12-month period after recommendations are made.
- ! Identify and log requests for assistance from other state agencies, local governments and interested parties.

GOAL 5: Evaluate and provide automation and technology to support the processes of the Legislature in a modern, information-based society.

Objective 1: Examine new technologies to identify practical and cost-effective applications to the legislative process.

Strategies:

- ! Continue to use Ad Hoc Joint Advisory Committee on Technology to advise Legislature on technology issues and to assist Legislature in long-range planning and identification of future legislative budget needs.
- ! Stay current on new technologies through computer journal subscriptions, Internet research, and computer training and seminars.
- ! Increase knowledge of automation in other states by interaction with information technology professionals from other state legislatures.

Objective 2: Provide a secure and reliable computer network.

Strategies

- ! To prevent intruder access through attachés' network log-ons, disable attachés' accounts after session.
- ! To reduce the risk of network intrusion and denial of service attacks, remove public access terminals when not in use.
- ! Continue to keep the network operating system up-to-date.
- ! Continue to replace old printers to keep printing equipment up-to-date.
- ! Continue to define and implement legislative network security and disaster recovery plans.
- ! Continue to define and implement documentation standards.
- ! Continue to meet software licensing requirements.
- ! Continue to increase network traffic monitoring and testing capabilities.

Goal 5

Objective 3: Improve and expand computer facilities available to legislators and provide network service to remote users.

Strategies:

- ! Maintain legislators' aging laptops through 2004 legislative session.
- ! Working with Ad Hoc Legislative Advisory Committee on Technology, seek bids to enter into two-year agreement for leased laptops for legislators for year-round use during the legislator's term of office, beginning December 1, 2004.
- ! Continue to recycle Legislative Services and attaché desktop computers to provide desktop computers for all legislators who request one for use in the Capitol building and legislator offices.
- ! Continue to upgrade the Personalized Bill Tracker program to add new features and improve usability.
- ! Working with the Legislative Information Center, continue to improve legislator e-mail system and services.
- ! Provide and enhance custom applications as needs arise and as time permits.

Objective 4: Strengthen and expand Internet-based legislative information available to legislators and staff.

Strategies:

- ! Continue to add information on the Legislature's Web site about legislative session and interim activities.
- ! Work with Department of Administration to reduce downtime for state connections to Internet through state fiberoptic network.

Objective 5: Improve efficiency by making the computer network easier to use.

Strategies:

- ! Provide upgraded computers, as funds permit, for faster operation.

Goal 5

- ! Make the system easier to use by upgrading applications as appropriate.
- ! Create and improve user manuals and instruction sheets.
- ! Provide more computer instructions available online or on CD-ROM.

Objective 6: Provide year-round help desk support and computer training for all users.

Strategies:

- ! Improve the reliability and decrease the time duration for a help-desk message to reach the support staff.
- ! Continue to upgrade computers in the training room (as faster used computers become available) to increase the number, type and quality of classes offered.
- ! Provide individualized training aids such as audio and videotapes to users.
- ! Offer computer training upon request to accommodate needs of staff and legislators.
- ! Schedule computer training for legislators during first two weeks of 2004 session.

GOAL 5 -- PERFORMANCE MEASURES

- ! Achieve better than a 95% computer help desk satisfaction rating as measured by end of session survey.
- ! Achieve better than a 95% computer training satisfaction rating as measured by class evaluation forms.
- ! Achieve better than a 95% satisfaction rating on custom user manuals as measured by end of session survey.
- ! Reduce network downtime compared with the previous year.

GOAL 6: Strengthen institutional identity of Legislature and provide sufficient support services to allow Legislature to manage its own affairs as a separate branch of government.

Objective 1: Take steps to preserve and record history of Idaho Legislature.

Strategies:

- ! Form staff committee to identify possible historical displays for lower level hallway, in coordination with Capitol Commission.
- ! If Capitol restoration continues, assign staff member to record major events leading up to Legislature's historic legislative session outside the Capitol building.

Objective 2: Seek to attain highest level of achievement of legislative goals and objectives.

Strategies:

- ! Use planning as a tool in management of Legislature's administrative responsibilities, so as to be proactive in responding to changing conditions.
- ! Continue annual strategic planning process by Legislative Council.
- ! Continue to identify performance indicators for Legislative Services operations and collect data to measure.

Objective 3: Encourage legislators to participate in national legislative groups and forums, so as to contribute to debate on national issues and activities that affect Idaho.

Strategies:

- ! Circulate information on national activities and publicize participation by Idaho legislators in legislative newsletter.
- ! Maintain liaison with CSG-*WEST*, National Conference of State Legislators, American Legislative Exchange Council and other legislatively oriented groups.
- ! Where appropriate, serve on regional and national committees to ensure that Idaho views and interests are represented.

Goal 6

Objective 4: Plan and coordinate Legislature's temporary relocation and eventual resettlement as part of Capitol restoration, if funds become available.

Strategies:

- ! Use steering committee and working groups comprised of LSO staff, legislative staff and Senate and House members to recommend preliminary designs for additional hearing rooms and legislator and staff office needs outside the Capitol.
- ! If Capitol restoration continues, plan move from Capitol building, and identify space, equipment and technology needs for legislative session outside of Capitol building.

GOAL 6 -- PERFORMANCE MEASURES

- ! Utilize performance measures in annual strategic plan as indicators of achievement.
- ! Survey Legislative Council members to determine level of satisfaction with planning process as management tool for Council responsibilities.

GOAL 7: Carry out legislative responsibilities so that the process contributes to public trust and confidence in the Legislature, state government and the rule of law.

Objective 1: Provide convenient and affordable public access to the legislative process and records of legislative actions.

Strategies:

- ! Continue and enhance public access to legislative information available via the Internet to increase affordable access to state agencies, public libraries and others with Internet access.
- ! Offer Internet Web pages with detailed budget and fiscal information to expand financial information available to public.
- ! Continue to reduce need for mailing printed copies of bills and information through increased reliance on legislative Web pages.
- ! Continue to refine user-friendly e-mail on Internet to facilitate constituent e-mail to legislators and legislator responses.
- ! Continue utilizing Telecommunications Device for the Deaf and Hard-of-Hearing (TDD) for access to Legislative Information Center, to satisfy requirements of Americans with Disabilities Act.
- ! Continue audio broadcasts of legislative proceedings over the Internet and investigate ways to improve coverage.

Objective 2: Provide and encourage education, training and professional development of legislative staff.

Strategies:

- ! Meet continuing education requirements for various staff specialties.
- ! Encourage staff attendance at legislative organization training programs.
- ! Support Idaho staff assumption of leadership roles in national legislative organizations.

Goal 7

Objective 3: Assist in providing information and education about the legislative process to public groups and educators.

Strategies:

- ! Volunteer staff as speakers before public and private organizations, lobbying groups and others to increase knowledge of legislative process.
- ! Post information about interim legislative committee study committees and other legislative activities on Internet.
- ! Participate in agency seminars on rules preparation and review to help smooth legislative review of agency rules.
- ! Cooperate with Idaho Public Television to maintain “Saved by the Bill” Web site and educational links with Legislature.

GOAL 7 -- PERFORMANCE MEASURES

- ! Review and document comments received by e-mail through the Internet as an indicator of the level of customer satisfaction with access to legislative process and records of legislative action.
- ! Determine level of public access to legislative information via the Internet by measuring frequency of contacts with legislative Web site and analyzing comments received from Internet users.